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Technical co-operation among developing countries

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PROGRESS MADE IN IMPLEMENTING THE TASKS ENTRUSTED TO THE UNITED NATIONS DEVELOPMENT SYSTEM BY THE BUENOS AIRES PLAN OF ACTION FOR PROMOTING AND IMPLEMENTING TECHNICAL COOPERATION AMONG DEVELOPING COUNTRIES

Report of the Administrator

Addendum

Reports of organizations of the United Nations development system

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1. International Labour Organisation (ILO)

Summary assessment

I. Support to promotional and operational TCDC activities 1989/1990

Progress has been made during the last two years in promotional as well as operational TCDC activities of several ILO branches, such as:

- Rural Employment Policies Branch (study tours for members of rural worker and grass root organizations, exchange of information and experiences related to organize the rural population, e.g. between indigenous people's organizations in Latin America, the United States of America and Canada, or regional workshops in Africa; seminars on standard setting in specific sectors in Africa; programme on participatory organizations of the rural poor);

- Infrastructure and Rural Works Branch (interregional project on employment generation in urban works programmes through the efficient use of local resources, operational since June 1990);

- Training Policies/Vocational Training Branch (e.g. the project "Diversification of Women's Employment and Training: South Asian Programme", covering Bangladesh, India, Pakistan and Sri Lanka, budget about $215,000, financed by Norway; the project "Women in Technical Education and Training", implemented in collaboration with the Commonwealth Association of Polytechnics in Africa (CAPA), a non-governmental organization covering 15 countries and 110 institutions which acts as a network committed to the improvement of technical, vocational and professional training (budget about $160,000, financed by Norway); the "Skills Development Programme for Arab Countries", which is designed to enhance the capability of responding to changing manpower needs of the public, private, urban and rural sectors; the three regional centres for the development of vocational training, i.e. the Asian and Pacific Skills Development Programme (APSDEP), the Inter-African Centre for the Development of Vocational Training (CIADFOR), and the Inter-American Centre for Research and Documentation on Vocational Training (CINTERFOR), all being financed by the ILO's regular budget);

- Cooperative Branch (regional projects like MATCOM, i.e. "Material and Techniques for Cooperative Management Training", or ACOPAM, the "Cooperative Support to World Food Programme Assisted Development Activities in the Sudano-Sahelian Zone, Africa"; one of the newly emerging projects is PRODERE, the "Assistance Programme for Displaced Persons, Refugees and Returnees in Central America", where TCDC activities will focus on the fields of technology, expertise, training, credit systems and trade exchange.

It is important to note that all these activities are being financed with either regular budget resources or multi-bi funding for specific projects.

II. Measures taken (or planned) to strengthen the organization's supportive role in promoting TCDC

ILO's subprogramme for policy and programme development covers the overall aspects of technical cooperation, including the promotion of ECDC/TCDC, for which it acts as the focal point at headquarters.

As far as ILO's role in promoting TCDC is concerned, the technical branches are continuously being briefed and kept informed of the United Nations concern in this matter. The sectoral branches report their activities in TCDC to the Policy and Programme Section.

With respect to recommendation 5 of the JIU report on TCDC, no earmarking of regular budget resources for TCDC activities has come true in ILO. This is due to the financial structure of ILO which is heavily dependent on extrabudgetary resources. Some examples may reflect ILO's engagement in regular budget financing of TCDC:

- Technical cooperation programme between developing countries for the port industries in Latin and Central America which helps to promote the implementation of standardized courses for similar functions in ports in 15 different countries and which will further assist in developing specific training courses.

- The regional training centres APSDEP, CIADFOR and CINTERFOR, as quoted in part I.

III. Use of developing countries' capacities

EXPERTS: In 1989-1990, approximately 31 per cent of ILO experts and consultants were recruited from developing countries.

In general, the constraints encountered in recruitment of experts under TCDC are practically those related to the problems of developing countries, namely: shortage of qualified and experienced personnel; lack of in-country focal point or personnel database for recruitment (e.g., a national recruitment service); limited knowledge of the nature and scope of technical cooperation activities undertaken by the United Nations system.

EQUIPMENT: While the majority of local purchases was still of equipment imported from industrialized countries, there were also some encouraging examples of locally manufactured equipment. Purchases in developing countries for delivery to other developing countries amounted to $77,401 in 1989 (compared with $207,899 in 1988).

ILO is aware not only of opportunities but also of constraints in obtaining appropriate equipment from developing countries. Fundamentally, it is not so much a question of altering attitudes of government and international project personnel, but of the developing countries' ability to

provide equipment that meets the competitive requirements of the market. ILO has taken a number of measures to encourage purchases from developing countries and to enhance TCDC. ILO's procurement officers are fully familiar with established directives and policies to improve procurement in developing countries.

IV. Innovative approaches to TCDC

ILO's Management Development Branch is active in promoting the concept and practice of TCDC through several innovative projects, one of them serving as a good example: the "International Management Development Network", INTERMAN, which originated from an interregional project and in 1989 became an autonomous international association linked to ILO. Seventy-two member countries throughout the world work together in INTERMAN, with one of the main objectives being the creation and strengthening of regional networks as a key mechanism for TCDC. Recent publications of INTERMAN include "Management Education and Development in South Asia" and "Cooperation amongst Management Development Institutions: Making It Happen".

2. Food and Agriculture Organization of the United Nations (FAO)

Section I

Summary assessment

I. Support to promotional and operational activities

As indicated in the table on level of support for TCDC in section II, the value of activities has increased to $48.675 million as compared with $45.143 million of the past biennium. As to number of items, there is a trend towards a consolidation of reporting on networks or regional/subregional programmes as single items under which a variety of activities have taken place. Depending on the stage of development, a network may be reported under promotional activities such as networking (IA) or under its main activity such as workshops or training (IB); or if the network is fully operational, is reported under II, Catalytic support provided to operational TCDC activities. There appears to be a shift of emphasis within the category of promotional activities from those generally aimed at strengthening capacities towards support to more specific activities to promote, identify and formulate TCDC operation activities.

Although the increase in the amount of overall monetary support may be modest since the last biennium (i.e. about 8 per cent), there appears to be some new activities, such as the networks on biotechnology, where preparatory assistance in the first phase took place involving limited initial input, to be followed by more significant external resources for the next biennium or programming cycle. On the other hand, this increase may be counterbalanced to the extent that some operational networks become more self-sustaining and will require less external resources.

II. Measures taken or planned to strengthen FAO's supportive role in TCDC

While FAO, mainly through the FAO Representatives in the countries concerned, continues to support interdisciplinary TCDC programming exercises organized by UNDP, it is undertaking a particularly active role in promoting such programming exercises in the agricultural sector, with some six of these exercises foreseen for 1991 and 1992.

Among other initiatives, FAO is assisting in disseminating important single capacities among developing countries. These are important unique technologies available in one country which through action-oriented exposure such as training workshops and orientation seminars could be adopted/replicated in other developing countries. Two such proposals have already been forwarded to the Special Unit for TCDC support. Some six further technologies have been identified and planned for dissemination during 1991 and 1992, subject to availability of resources.

Technical cooperation networks as instruments of TCDC at regional/subregional levels are being promoted in priority areas of common interest and concern to the member countries.

Through the focal point unit, which has existed since 1979, greater awareness of TCDC as a modality is being promoted through a number of measures:

- Semi-annual issues of a TCDC Newsletter (No. 8 is under preparation) whose distribution list has been extended to 3,000 copies including many institutions and individuals outside FAO, as well as to member country delegations in Rome and to national government officials through the FAO country offices.

- A handbook on TCDC is currently under preparation to clarify concepts and procedures to promote greater understanding of officials concerned with programme development and to serve as a general guide for staff orientation; one-day orientation sessions for headquarters staff are planned, starting late 1991.

- Regular contacts are maintained with TCDC focal points in the organization as well as with visiting Regional Office staff active in TCDC promotion.

- FAO Representatives, Programme Officers, and Associate Programme Officers are briefed on TCDC by the focal point unit on an individual basis and there is continued contact with the FAO Representatives passing through headquarters in order to discuss TCDC opportunities. Furthermore, FAO Representatives' annual reports for 1990 will include "TCDC/ECDC" as a special theme and a general synthesis paper will be prepared as a follow-up.

III. Use of developing countries' capacities

FAO continues to give high priority to utilization of the capacities of developing countries in its field programmes. Some progress in this direction has already been achieved, particularly as evident from table A in section III, in the important personnel component which normally accounts for over two thirds of all field programme inputs by value and where over half of all field experts are currently from developing countries. There has also been a continued growth in the proportion of candidates submitted from developing countries, which underlines the consistent efforts made by the organization in this regard. Utilization of consultancies and subcontracts from developing countries by the FAO Regional Offices under the Regular Programme is relatively higher as illustrated by table B in section III.

In line with directives of its own governing bodies and of other international forums, FAO has been attempting, wherever possible, to expand procurement from developing countries in line with its own rules and regulations, and, of course, the valid preferences which may be expressed by certain recipient countries. It will continue to support practical measures which IAPSU (Inter-Agency Procurement Services Unit) and other concerned inter-agency bodies take in this direction.

Organization: FAO

Section II - Statistical summary

Level of support for TCDC by number of activities and amounts (in $'000s), 1 January 1989-31 December 1990

Type of activities	Regular Programme RP No.	RP Amt.	TCP No.	TCP Amt.	Funds in trust No.	Funds in trust Amt.	UNDP Country IPF No.	Country IPF Amt.	UNDP Regional IPF No.	Regional IPF Amt.	UNDP INT/GLO IPF No.	INT/GLO IPF Amt.	Total 1989/90 No.	Total 1989/90 Amt.	Total 1987/88 Amt.
I. PROMOTIONAL ACTIVITIES															
(A) Strengthening of countries' capacities for TCDC															
Institution strengthening	2	35	-	-	3	846	-	-	3	2 420	-	-	8	3 301	14 027
Networking	14	466	2	297	12	8 354	-	-	15	7 509	-	-	43	16 626	13 509
Info. system	4	109	1	220	4	5 213	-	-	4	1 108	1	150	14	6 800	4 948
Other	2	80	-	-	-	-	-	-	-	-	-	-	2	80	393
Subtotals	22	690	3	517	19	14 413	-	-	22	11 037	1	150	67	26 807	32 877
(B) Specific activities to promote, identify or formulate TCDC operational activities															
Meetings, seminars and workshops	57	1 304	-	-	-	-	-	-	2	767	-	-	59	2 071	1 382
Feasibility studies and surveys	4	126	-	-	-	-	-	-	-	-	-	-	4	126	1 227
Training	10	300	5	828	9	10 385	-	-	7	3 259	-	-	31	14 772	4 190
Others	7	78	-	-	-	-	-	-	-	-	-	-	7	78	435
Subtotals	78	1 808	5	828	9	10 385	-	-	9	4 026	-	-	101	17 047	7 234
TOTAL PROMOTIONAL	100	2 498	8	1 345	28	24 798	-	-	31	15 063	1	150	168	43 854	40 111
II. CATALYTIC SUPPORT PROVIDED TO OPERATIONAL TCDC ACTIVITIES	44	2 491	12	1 680	1	33	1	24	2	593	-	-	60	4 821	5 032
GRAND TOTAL	144	4 989	20	3 025	29	24 831	1	24	33	15 656	1	150	228	48 675	45 143

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Notes on summary table

1. The above table covers major programmes and projects with TCDC as objective and/or TCDC elements, as reported by headquarters units and Regional Offices, supplemented by available lists. Computerization of project data has not yet been completed. The table should not be considered exhaustive.

2. With regard to promotional activities, items and their corresponding amounts have been categorized according to the most important type of activity although they may cover other types as well.

3. Support provided to a specific network or regional/subregional organization has generally been considered as a single item although it may have resulted in multiple TCDC activities undertaken in the biennium.

4. Excluded are most technical backstopping costs and costs of FAO information systems such as the Current Agricultural Research Information System (CARIS) and the International Information System for the Agricultural Sciences and Technology (AGRIS), etc., which promote TCDC.

5. Costs are prorated as required for the period of reporting. Costs for operational activities generally refer to TCDC costs; while costs for promotional activities represent total allocations, since TCDC costs could not be isolated in most cases.

Section III

Table A

Utilization of developing countries' capacities: project inputs

(UNDP, Trust Funds, TCP)

Components by year		Total FAO	Of which developing countries	
				Per cent
1. Experts in post a/	1987	1 443	656	45
	1988	1 352	636	47
	1989	1 012	542	54
	1990	926	501	54
2. Candidatures submitted b/	1987	585	300	51
	1988	516	279	54
	1989	410	231	56
	1990	363	199	55
3. Fellowships awarded c/	1987	902	356	39
	1988	1 046	490	47
	1989	1 124	482	43
	1990	1 135	518	46
4. Contracts awarded ($'000)	1987	15 461	4 148	27
	1988	29 585	3 969	13
	1989	11 401	4 257	37
	June 1990	3 450	794	23
5. Equipment orders ($'000)	1987	59 499	8 922	15
	1988	77 499	9 716	13
	1989	60 895	8 667	14
	1990	48 873	6 491	13

a/ Including consultants, excluding Associate Professional Officers.

b/ Excluding consultants and Associate Professional Officers.

c/ Figures do not reflect actual numbers of fellowships awarded during a certain year, but number of countries of study for fellowships during a certain year (i.e. higher figures) which for purposes of illustrating FAO's use of developing countries capacities may be considered more appropriate.

Table B

Utilization of developing countries' capacities

FAO Regional Offices

CONSULTANCIES

Year	Region	Total provided		Recruited from developing countries			
		Work-months	$US	Work-months	$US	% of total Work-months	% of total $US
1989	Africa	28.5	120 700	19.2	82 600	67	68
	Asia and Pacific	121.0	315 000	104.0	261 000	86	83
	Latin America and Caribbean	56.0	112 200	56.0	112 000	100	100
1989	TOTAL	205.5	547 900	179.2	455 600	87	83
1990	Africa	125.9	199 600	113.9	146 900	90	74
	Asia and Pacific	132.0	328 000	112.0	282 000	85	86
	Latin America and Caribbean	105.0	163 900	102.0	161 900	97	99
1990	TOTAL	362.9	691 500	327.9	590 800	90	85
TOTAL	1989/1990	568.4	1 239 400	507.1	1 046 400	89	84

Table B (continued)

SUBCONTRACTS

Year	Region	Total provided Number	Total provided $US	From developing countries Number	From developing countries $US	% of total Number	% of total $US
1989	Africa	1	6 000	1	6 000	100	100
	Latin America and Caribbean	86	233 200	85	219 900	99	94
1989	TOTAL	87	239 200	86	225 900	99	94
1990	Africa	4	18 000	4	18 000	100	100
	Latin America and Caribbean	92	230 000	92	230 000	100	100
1990	TOTAL	96	248 000	96	248 000	100	100
TOTAL	1989/1990	183	487 200	182	473 900	99	97

IV. Innovative approaches to TCDC

Cooperation on biotechnology

Latin America and the Carribean

Traditionally, the constitution of the 20 networks comprising the Regional System of Technical Cooperation Networks sponsored by the FAO Regional Office for Latin America and the Caribbean (RLAC) during the last decade followed similar steps: (a) identification of needs and priority problems in a technical area at the country level; (b) based on the above, selection of a regional subject of common interest; (c) identification of national institutions that may participate more effectively in the network; and (d) launching of the network through a group event with participation of previously selected national institutions.

Up to now, the approach followed has been "deductive". First, needs and priority problems on a regional basis were established; secondly, institutions with exceptional national capability were identified; and lastly, these institutions or their representatives would launch the network.

The foundation of the Technical Cooperation Network on Plant Biotechnology followed a different pattern. First, the real capacity of the region to develop biotechnology was verified. During 1989/90, FAO/RLAC conducted a survey of plant biotechnology laboratories which has been published in catalogue form under the title of CATBIO. The census of laboratories points to a critical mass of 172 laboratories in Latin America and the Caribbean which were visited and evaluated by specialized observers in 17 countries of the region.

Major findings of the regional plant biotechnology survey comprised the identification of a technical staff of 1,150 experts. Of these, 890 are professionals, half of whom have post-graduate studies and carry out more than 1,500 projects or activities. Over the last three years the production of the researchers included more than 560 publications and the preparation of 537 pre- and post-graduate theses. Plant biotechnology was applied to a wide range of crops comprising various species of cereals, legumes, vegetables, roots and tubers. In general, the laboratories had adequate infrastructure, equipment and facilities.

After the necessary consultations and having certified the considerable institutional capacity, FAO/RLAC organized a round table to launch a Regional Technical Cooperation Network on Plant Biotechnology. The round table took place at RLAC premises with the participation of specialists from 12 countries (Argentina, Brazil, Colombia, Costa Rica, Chile, Cuba, Ecuador, Mexico, Panama, Peru, Uruguay and Venezuela) and representatives from six International Agricultural Research Centres (IARCs) and international organizations. The participants unanimously subscribed the establishment of the network and the bases for membership which were presented at the meeting. The acronym selected for the network was REDBIO.

Membership will be open to all regional plant biotechnology laboratories. More significantly, needs and priorities will largely follow those programmes by each laboratory and there will be flexibility to pursue national comparative advantages. Moreover, priority areas will be ratified only after REDBIO attains a solid development.

Thus, the network has been established following an "inductive" approach. First, the real regional capacity on plant biotechnology was ascertained by means of a well-conducted survey; secondly, after appraising those potentialities the network was constituted; and finally, the network offers institutions, scientists and experts participating in the TCDC activities enough space to determine needs and priority problems.

Though the need to develop plant biotechnology in developing countries had been confirmed at Luxembourg and (regionally) at Campinas in 1989, it was the survey conducted by FAO/RLAC which primarily made possible the foundation of REDBIO on a regional basis. Regarding funding for 1991, the FAO Regular Programme has allocated $57,000 for the programmed TCDC activities and the participating countries have pledged $30,000.

Near East

FAO participated in the sponsorship and financial support with the Economic and Social Commission for Western Asia (ESCWA), the Federation of Arab Scientific Research Councils, the Higher Council of Science and Technology, Jordan and UNIDO, to the First Arab Conference on Perspectives of Modern Biotechnologies in Arab Countries. The Conference was held in Amman from 27 to 30 March 1989. Experts from 12 Arab countries (Jordan, Syria, Morocco, Sudan, Iraq, Saudi Arabia, Algeria, Tunisia, Bahrain, Kuwait, Egypt and Libya) and 4 non-Arab countries (India, France, USSR and Germany) in addition to international and regional organizations such as FAO, UNESCO, UNEP, UNIDO and AOAD (Arab Organization for Agricultural Development) participated in the Conference. FAO contributed two papers entitled: "Plant Production and Protection Biotechnologies in the Near East and North Africa" and "Prospects of Animal Production and Health Biotechnologies in the Arab Countries".

FAO provided financial support to Morocco to organize the International Training Course on Advances in Plant Cell Culture and Biotechnology. The course was held in Rabat, Morocco, from 9 to 22 July 1989. The main objectives of the course were to present and discuss modern methods of plant cell and tissue culture and to train young scientists in the field of plant biotechnology. Twelve participants came from the following countries in the Near East region: Egypt, Lebanon, Libya, Morocco, Saudi Arabia, Tunisia and Turkey. The course was highly appreciated by the participants and rated as very successful.

Asia and the Pacific

Since 1988, FAO has given Regular Programme support to the establishment of the Asian Network on Biotechnology in Animal Production and Health, and in 1990, assistance began from UNDP under RAS/89/001 for the further development of the network, for a total allocation of $1.2 million for four years. During 1990, FAO assisted in the preparatory phases of the five year regional UNDP project RAS/89/003 "Asian Plant Biotechnology Programme", with a total allocation of over $5 million, expected to start in 1991.

AGRIS, CARIS and TCDC

AGRIS (International Information System for the Agricultural Sciences and Technology) and CARIS (Current Agricultural Research Information System) are two international cooperative information systems coordinated by FAO. They offer an effective mechanism for regional cooperation in information handling and processing and provide information support to TCDC by serving as a source of information for the transfer of technology and for identifying researchers and specialists within each country and in areas of common interest with a view to further cooperation.

AGRIS covers agricultural literature, either conventional (articles, books) or non-conventional (reports, meeting papers, studies, theses and other material not available through bookselling channels). The AGRIS database is a world-wide trilingual index (English, French and Spanish) of bibliographic references to which 144 countries and 21 regional and international centres contribute about 120,000 items annually. Developing countries account for approximately one third of the total. The total number of references accumulated since the system became operational in 1975 was over 1,700,000 by the end of 1990.

Apart from improving access to agricultural literature, AGRIS stimulates the development of national agricultural information infrastructures and promotes regional cooperation, including TCDC as well as cooperation among developed countries.

CARIS deals with information on research activities (i.e. who is doing what and where) in the developing world. CARIS enables developing countries to collect, organize and disseminate information on their respective research institutions, workers and projects, and to exchange this information both among themselves and with developed countries.

Since 1979, CARIS has been decentralized; participating countries are responsible for collecting and processing all data, while FAO ensures coordination, training and development of the methodology and maintains the global database provided by merging national and regional files. There are 115 countries and 15 regional and international centres which participate in CARIS. By the end of 1990, the global database contained descriptions of more than 23,500 ongoing agricultural research projects in 79 developing countries.

Six CARIS sub-networks have been developed as a result of regional cooperation and TCDC: CARIS Southeast Asia (Indonesia, Malaysia, Philippines, Singapore and Thailand); CARIS/MULPOC, Central Africa (Cameroon, Central African Republic, Congo and Gabon); CARIS/CEPGL (Burundi, Rwanda and Zaire); CARIS Caribbean; CARIS South Pacific and CARIS Southern Africa.

3. United Nations Educational, Scientific and Cultural Organization (UNESCO)

Summary assessment

One of the main objectives of UNESCO's programme is to promote, organize and strengthen activities of a TCDC nature. These objectives are implicit in many programmes and activities spread in our first medium-term plan (1977-1982), second medium-term plan (1984-1989) and third medium-term plan (1990-1995), where one of the major objectives is to reinforce cooperation among developing countries in all the fields of UNESCO, namely: education, science and technology, culture and communication.

Specific comments

I. Support to promotional/operational TCDC activities

UNESCO has several approaches to promotional and operational TCDC activities. In the field of education, for example, efforts have been made to establish regional programmes of educational innovation for development which constitute regional networks to cooperate in research and training, and to share experience, facilities, personnel resources, etc. Interregional cooperation between the established regional networks has been and is being promoted and developed.

During 1989/1990 a more energetic policy on decentralization of activities in education has been undertaken by the Regional Bureaux. Subregional offices in education have been established in Harare and Namibia and another one is being negotiated in Bangladesh. It is clear that the decentralization of programmes and projects to the field would facilitate TCDC activities. Another good example is related to the Communication, Information and Informatics Sector/Division of the General Information Programme (CII/PGI), as this division's total contribution to TCDC activities covering the period under review, 1989-1990, can be evaluated at approximately $1,016,000 broken down as follows:

	$	$
Activities of the Regular Programme (promotional or catalytic)	291 900	
Activities of an extrabudgery nature financed by UNDP	646 100	
Funds-in-Trust	78 000	
Total TCDC (PGI)		1 016 000

During the same biennium 1989-1990, PGI contributed to the strengthening of national information infrastructures in developing countries. Under the second and third medium-term plans of the organization (1984-1989, 1990-1996) specific TCDC activities have been developed in the information field through initiation and support of networks which foster the sharing of resources and specialized information among developing countries through the setting up of appropriate coordination mechanisms and infrastructures for that purpose.

The established networks include: the Regional Network for the Exchange of Information and Experience in Science and Technology in Asia and the Pacific (ASTINFO); the Asian Pacific Information Networks on Medicinal and Aromatic Plants (APINMAP); Regional Programme for Strengthening Cooperation among Information Networks for the Exchange of Information in Science and Technology in the Caribbean (CARSTIN); Southern African Documentation and Information System for Regional Information Resource Sharing (SADIS); and the Pan-African Network for Geological Information Systems (PANGIS). Much of the funding required to establish and operate these networks has come from UNDP. If these networks were mainly funded through UNDP, this must be clearly stated.

UNESCO's technical and financial support for these networks is designed to enhance the capacities of participating countries to effectively participate in TCDC activities, both in terms of receiving from or offering assistance to other developing countries. More specifically, the catalytic support provided by UNESCO has developed a core group of regional experts in particular areas of information handling and management, who are called upon to assist others in need of such help. Similarly, existing information facilities in developing countries are assisted to further strengthen their capabilities to play a greater role, especially in training people in information skills.

In the field of communication, UNESCO has consistently sought to recruit developing country experts for regional training, advisory services for planning and development of communication infrastructures, research and related activities, regardless of funding source, UNDP, Regular Programme of extrabudgetary funds. This is particularly true of professional communication training, in which regional and selected national centres, a corps of reliable, seasoned professional trainers is gradually developing. Approximately 55 per cent of all trainers are recruited from developing countries.

In approximately 40 per cent of medium or large-scale projects, the management is in the hands of a local coordinator; in other cases, an expert from the region may be recruited as chief technical adviser.

In order to strengthen the capacities of developing countries in Africa and to initiate TCDC activities in the field of informatics, a regional informatics seminar, "INFORMAFRICA" was convened in Lomé, in November 1990.

Culture

This Division for promoting and implementing TCDC in the region, has had four projects financed in 1990. These projects have been funded within the World Decade for Cultural Development. They are as follows:

		$
Barbados	Conference on Tourism and Socio-cultural Change in the Caribbean, June 1990	18 000
Panama	Reunión de Ministros y Responsables de las Políticas Culturales en América Central, November 1990	10 000
Trinidad and Tobago	The Caribbean Women Writers Conference, April 1990	20 000
Venezuela	Encuentro Internacional "Creatividad 90", December 1990	20 000

Priority: Africa, the UNESCO special programme of action for the African region, was conceived to promote and reinforce TCDC in this region. The programme underscores the need for South-South cooperation by specifying in its foreword that those African countries which, to varying degrees, have greater resources at their command must be associated with the programme not only as beneficiaries but also as technical contributors, in the context of TCDC.

Every activity organized by UNESCO under the Priority: Africa programme has encouraged the sharing of successful experiences among the participating member States as the best means for reducing cost and fostering cooperation.

Two such activities undertaken this year are the Seminar on Distance Education in Africa, held in Arusha, Tanzania, from 24 to 28 September 1990, and the Seminar on Informatics in the service of the development of education in Africa, which took place in Lomé, Togo, from 3 to 7 December 1990.

Each of these meetings brought together representatives of more than 30 African member States of UNESCO with organizations of the United Nations system, intergovernmental and non-governmental organizations and educational institutions, among others.

Participants in these seminars were drawn from all parts of Africa and represented all the linguistic areas of the continent. They were able for the first time to take stock of the distance education and the informatics situation on the continent as a whole: the strategies and approaches adopted,

the resources available, the results achieved, and also the difficulties and weaknesses encountered. They also established the bases of action to be undertaken on the continental scale.

II. Measures taken (or planned) to strengthen the organization's supportive role in promoting TCDC

Most of the scientific activities of UNESCO aim to strengthen national capacities and develop infrastructures and institutional facilities which are in fact essentially TCDC activities.

Another important measure by UNESCO under the Communication, Information and Informatics Sector/Secretariat of the Intergovernmental Informatics Programme (CII/IIP) to strengthen the supportive role in promoting TCDC is in the field of publications, such as the Directory of Institutions Specialized in Informatics (DISI) and the Directory of Experts Specialized in Informatics (DESI) (under publication).

At UNESCO, the National Commissions are helping to make UNESCO's objectives better known, broaden its range of influence and promote the execution of its programme involving their own respective countries in this work. National Commissions participate to support TCDC activities at the country, intercountry, regional and global levels.

Focal points

At UNESCO, the Bureau for the Coordination of Operational Activities is responsible for the overall coordination of policies and programmes in the realm of development cooperation. The Bureau therefore promotes cost-effective modes of international cooperation, in particular TCDC. A senior-level staff member of the Bureau has been assigned the task of focal point in charge of TCDC matters.

III. Use of developing countries' capacities

A. Training

In the context of subregional, regional and interregional cooperation, training is one of the most important activities in the promotion of TCDC, in particular training abroad (mainly fellowships and study grants).

UNESCO is making a considerable effort to diversify the placement of fellows in institutions in developing countries. Contrary to past practice at UNESCO, where the majority of fellowships were given for the training in Europe or North America, at present a majority of fellows can be found in developing country institutions. In 1989, of a total of 2,729 fellows, 2,027 were placed by UNESCO in developing countries, which gives a total or 74 per cent. The exchange of students between countries of the same region or

subregion has allowed a better knowledge of the needs and possibilities of training, and the students who benefited from this training were able to study in a more familiar environment.

In addition to the training mentioned above, UNESCO has organized a series of training courses and seminars, both at headquarters and regional offices, for national officials in various aspects of its programme.

B. Experts

During 1989, of a total of 1,139 international project experts, 488 were from developing countries, or a total of 42 per cent. This figure is to increase in the future as it is one of UNESCO's goals to utilize more and more experts from developing countries.

As more and more extrabudgetary-financed projects tend to be nationally executed, UNESCO is prepared to cooperate fully as cooperating agency, and in cases where projects are executed by it, UNESCO does not hesitate to employ national experts, as shown in the figures for 1989 - of 351 national experts, 302 were from developing countries, or a total of 86 per cent.

Since over 50 per cent of all man-months of expertise supplied in projects executed by UNESCO were national experts, it is fair to assume that nearly two thirds of all the experts (national and international) serving in UNESCO-executed projects in 1989 were from developing countries.

Also in this category, an important percentage was from developing countries. In 1989, from a total of $1,470,000 in subcontracts, $1,033,000 were placed in developing countries, or a total of 70 per cent.

The percentage of the total of equipment by country of procurement is lower than for other categories mentioned. Of a total of $7,440,000 utilized, only $2,200,000 were procured in developing countries, which means that only 30 per cent was placed in these countries.

IV. Innovative approaches to TCDC

The gradual evolution of effective coordinating mechanisms under UNESCO's established network projects, namely: the Regional Network of the Exchange of Information and Experience in Science and Technology in Asia and the Pacific (ASTINFO) and the Asian Pacific Information Networks on Medicinal and Aromatic Plants (APINMAP), can be given as an example of an innovative approach to TCDC as the planning and monitoring development at country level has become easier, more efficient and, to a certain extent, more competitive. It has also opened opportunities for officials concerned with information activities to negotiate more skilfully with other government entities to cooperate and join forces and/or source out funds and other resources from agencies that in the past had no contacts with information agencies. For example, in Malaysia, the library

and information group was able to successfully lobby for the inclusion of library and information development among the priority areas to be given assistance under the Technical Assistance Programme of Malaysia for developing countries. Interested developing countries can now request the Malaysian Government on a bilateral basis to avail themselves of this programme. A few ASTINFO countries have used this facility. It is hoped that similar initiatives can be taken in countries like Thailand, the Republic of Korea and China, to name a few.

4. International Civil Aviation Organization (ICAO)

Section I

A. Support to promotional and operational TCDC activities

The mandate of the International Civil Aviation Organization, the Convention on International Civil Aviation signed at Chicago in December 1944, now adhered to by States worldwide, and the subsequent decisions of its constituent Assembly of member States, is first and foremost a charter for world-wide technical cooperation between member States, whether developed or developing. Article 28 of the Convention calls on each Contracting State to provide air navigation facilities, in accordance with international standard procedures and practices, to facilitate international air navigation; article 37 of the Convention calls on Contracting States to collaborate in establishing uniformity of such standard procedures and practices. Operational activities carried out with the regular work programme of ICAO involve the deliberate and voluntary sharing of technical resources, skills and capabilities between member States on bilateral and multilateral bases. They are initiated, organized, managed and financed primarily by the participating countries. ICAO's support to these activities consists of the provision of secretariat services and the forums in which planning and exchange of technical ideas can take place. It is thus supplementary and catalytic in nature. However, since it is a world-wide activity, it goes beyond TCDC while essentially including it, and although it is not designed per se to enhance TCDC activities, it succeeds in doing so as an unquantifiable spin-off from its pursuit of safer, more regular and more efficient international air transport services. The most significant step which ICAO has taken in the promotion of TCDC activities is in the initiation and operation of the ICAO TRAINAIR Programme. Currently primarily funded by UNDP/DIGP (Division for Global and Interregional Programmes), the global personnel from participating civil aviation training centres are trained to prepare advanced course material to TRAINAIR standards in the form of standardized training packages (STPs); the training packages prepared in this way are shared between participating training centres. As a result, each participating CATC is able to concentrate its efforts on preparing a limited number of packages. It will also have access to a wide range of this high quality material for its training programme through a global network; the TRAINAIR Central Unit, permanently established at ICAO headquarters, Montreal, provides ongoing coordination of the programme, as well as support to the participating training centres in preparing STPs for their own use and for the global network; participating training centres also receive advice and guidance from the central unit in conducting modern, effective and cost-efficient training programmes. The TRAINAIR Programme will not only have a large content of quality TCDC activities in the form of the global training resource sharing network, but is designed to assist the civil aviation training centres of the developing world to reach academic self-sufficiency.

Another project funded by UNDP regional resources which has strong TCDC ramifications is a project in the Asia and Pacific region entitled "Cooperation in Flight Inspection of Radio Navigation Aids". The objective of this large-scale intercountry project is to institute and operate a regional technical cooperation arrangement to ensure that the flight inspection requirements of navigational aids of participating States are met in cooperative arrangement for continuation of the scheme initiated by this project. States participating in this project are Bangladesh, the Lao People's Democratic Republic, Maldives, Nepal and Viet Nam. The Government of India has agreed in principle to provide flight inspection services.

As far as difficulties in implementation of the recommendations are concerned, the main impediment for ICAO is the non-existence of funds from the organization for the promotion of TCDC activities and the need to rely solely on extrabudgetary funding sources for the promotion of this important activity.

In addition to the work programme outlined above, which constitutes ICAO's principal function, a substantial technical assistance programme is financed largely by UNDP. This programme is complementary to ICAO's major role, in that it aims to enhance the capability of developing countries to participate as full and equal partners in the main programme. The TCDC content of this technical assistance programme lies chiefly in the promotion of regional training facilities aimed at lessening the dependence of developing countries on developed country institutions. The TCDC element is again incidental to the main purpose: the development of cooperative training facilities within developing countries is promoted because they provide more effective training at lower cost, at the same time as they enhance intraregional self-sufficiency.

B. Use of developing countries' capacities

The capacity of the developing world to participate in the provision of the high technology expertise and equipment which is required to support the civil aviation technical assistance programme is severely limited, but thanks to the immense training efforts of the last three decades, it is happily growing. In particular, the placement of fellows in the developing world has been greatly facilitated by the development of a number of regional training institutions, which are well on the way to taking over from the developed world the intermediate levels of technical training. In 1989, the proportion of fellowships placed in the developing world had reached 60 per cent. In 1990 it has risen yet higher to 65 per cent. As training progresses more experts are being found, though releasing them remains difficult for countries whose own needs are pressing. In the field of procurement, the major obstacle to the expansion of developing countries' participation remains the lack of capacity in high technology manufacturing.

C. Measures taken to strengthen ICAO's supportive role in TCDC

As explained above, the TCDC content of ICAO's work is both fundamental to its mandate, yet incidental to its main objectives. Nevertheless, positive steps to strengthen ICAO's support in TCDC have been taken:

(a) Member States of ICAO have been exhorted to participate to the extent possible in the nomination of experts in both regular and technical assistance programmes. Geographical representation at each level is carefully scrutinized by the Governing Council, and steps have been taken to encourage measures to correct anomalies;

(b) A great deal of the technical training carried out under the Technical Assistance Programme is now carried out in regional institutions within developing countries;

(c) To the extent possible procurement from developing countries is given preference as the first choice, providing financial and technical criteria are satisfied.

Section II

Since ICAO does not have any projects specifically and entirely devoted to TCDC, we are unable to provide relevant figures for this section.

Section III

The statistical summary below gives relevant information.

Organization: ICAO

SECTION III

Statistical Summary

Utilization of the Capacities of Developing Countries in Programmes and Projects of the UN Development System

1 January 1989 - 31 December 1990

EXPERTS/CONSULTANTS

Total Provided		Recruited from Developing Countries			
W/M	US$ '000s	W/M	US $ '000s	% of Total W/M	% of Total $ US
5,002.0	43,679,404	1,510.75	13,230,309	30.2%	30.2%

FELLOWSHIPS

Total Provided		Placed in Developing Countries			
W/M	US$ '000s	W/M	US $ '000s	% of Total W/M	% of Total $ US
5,438.5	13,651,390	3,401.0	8,576,961	62.5%	62.8%

EQUIPMENT

Total Provided	Purchased From Developing Countries		
US$ '000s	US $ '000s		% of Total $ US
16,235,596	809,148		5.0%

SUBCONTRACTS

Total Provided		Awarded to Institutions/Firms of Developing Countries			
Number	US$ '000s	Number	US $ '000s	% of Total Number	% of Total $ US
25	532,967,2	1	414,38	4.0%	0.8%

/...

5. World Health Organization (WHO)

INTRODUCTION

The report covers the period from 1 January 1989 to 31 December 1990. During the reporting period, WHO's intercountry cooperation was an essential feature of the implementation of the strategy for Health for All by the Year 2000, because few countries were able to formulate, update and implement their strategies independently. This involves both technical and economic cooperation among developing countries (TCDC and ECDC) and the use of WHO's regional arrangements to facilitate such cooperation. Thus, WHO continued to strengthen its capacity to facilitate TCDC by streamlining and/or reorienting its programme activities accordingly and by strengthening necessary mechanisms as a part of the streamlining process. The organization's coordinating and technical cooperation functions are considered to be mutually supportive and intimately interlinked to the extent that any distinction between them becomes artificial, particularly in the light of the nature of the international health work WHO does in accordance with its Constitution. TCDC activities are thus by and large intimately interlinked with WHO technical cooperation activities at the country level. During the reporting period, WHO continued to act as an international clearing-house for valid technical information, ensuring timely and appropriate exchanges of information among developing countries interested in the possibility of technical cooperation among themselves, and was supporting these countries technically and managerially as required to ensure the success of such cooperation. WHO was also assisting countries in obtaining external financial support for intercountry programmes and activities on a TCDC basis, as required. WHO's promotional, catalytic and financial support activities were also promoted at the regional and global levels, building TCDC components into every WHO programme at various levels of the organization. However, many TCDC activities were carried out without WHO's involvement. On the other hand, for many WHO support activities to TCDC, accurate reporting does not exist because TCDC was not always singled out by programme managers as a separate component or activity outside the framework of WHO's programmes in support of countries. Therefore, whatever appears in this progress report will not be complete with respect to reporting support to TCDC activities.

I. The World Health Organization's international health work through coordination and technical cooperation

1. WHO's coordinating function

WHO, as a group of member States, has built up a body of health policies and doctrines. This is exceptional among international organizations and agencies. Indeed, WHO is the organization with a global mandate to develop such doctrines in international health work. The uniqueness of WHO, reflected in its Constitution, is its creation as the intimate international health partner of every member State, indeed an international extension of each country's health sector, and the collective expression of the health

aspiration and actions of all member States. The first of the organization's functions is "to act as the directing and coordinating authority on international health work".

Whereas WHO's technical cooperation is primarily a process of two-way action between WHO and its member States, WHO's coordinating function in international health is carried out primarily through the joint action of its member States. This action takes place in the Health Assembly, the Board and the Regional Committees, with the support of the secretariat, as prescribed in the Constitution. These structures are supported by a wide range of mechanisms for providing scientific, technical and managerial expertise, whose generation or synthesis WHO coordinates on a world-wide scale. The application by individual member States of policies and principles adopted collecitvely by them in WHO illustrates well the voluntary acceptance of the organization's leadership role in international health work. This role is a striking expression of direction and coordination, a function of WHO made possible by the fact that it is fulfilled through the collective action of member States.

WHO's coordinating function can thus be seen to encompass the identification of priority health problems throughout the world and the formulation of international health policies in response to these problems. It includes defining principles, capable of local adaptation, for interpreting policies and the development of international strategies, plans of action and programmes for giving effect to these policies. It also includes the reaching of agreement on priorities for implementation. In support of the above, the organization's coordinating function encompasses the promotion of health research and development and the definition of the scientific and technical basis for health programmes, including norms and standards. It does so by identifying the world's most important health research goals and promoting the collaborative efforts of the world's most suitable health research workers to fulfil these goals. Who coordinates the definition of norms and standards in a variety of fields, such as food, biological and pharmaceutical standards, diagnostic procedures and international nomenclature and classification of disease. As a part of its coordinating function the organization tries to match needs in some countries with resource in others and in the collectivity of member States that constitute WHO, and to mobilize, rationalize and secure the international transfer of resources accordingly.

The coordinating function also includes the strengthening of relationships with international non-governmental organizations working in the health sector. In addition, it includes joint action with sectors at the international level, both inside and outside the United Nations system, in common endeavours for health and socio-economic development.

An important aspect of WHO's coordinating function is the generation and international transfer of valid information on health matters, the organization serving as a neutral ground for absorbing, distilling, synthesizing and disseminating information that has practical value for countries in solving their health problems. In this way WHO can provide the

world with an objective assessment of what is really valuable for health development and can identify those health problems for which there is, as yet, no suitable answer. The organization also has an important role in ensuring the proper use of this information.

2. WHO's international health work

The organization's coordinating and technical cooperation functions can on no account be considered as being separate. Through its directing and coordinating function the most relevant health goals for member States and the most suitable ways of attaining these goals are defined collectively by member States at the regional and global levels. These goals and ways of attaining them then form the most useful basis for technical cooperation activities between member States and WHO and among themselves. But technical cooperation evolving through partnership to attain well-defined national health goals is the best way to lead to the identification of relevant international health goals and of appropriate ways of attaining them. It can be seen, therefore, that collective decisions taken in WHO through its coordinating function make technical cooperation between the organization and its member States more relevant, and good technical cooperation between WHO and its member States facilitates the fulfilment of the organization's coordinating function. So, if the organization's coordinating and technical cooperation functions are properly carried out, they become mutually supportive and intimately interwoven to the extent that any distinction between them becomes artificial and blurs the real nature of the international health work the organization performs in accordance with its Constitution.

3. Technical cooperation in WHO

Four interlinked types of technical cooperation, which together form an organic whole, are:

- Technical cooperation between WHO and its member States;
- Technical cooperation among developing countries;
- Technical cooperation among developed countries; and
- Technical cooperation between developed and developing countries.

4. Technical cooperation at the country level

The most outstanding expression of the mutual reinforcement of WHO's coordinating and technical cooperation functions is the development and implementation of strategies for Health for All by the Year 2000.

In carrying out its part in the Global Strategy of Health for All, WHO is committed to the fulfilment of its unique coordinating/directing role in international health work and its technical cooperation role in a mutually reinforcing way. The strategy emphasizes the strengthening of national capacity to develop the health system in both developing and developed countries. WHO is supporting national self-reliance in health development.

The strategy for Health for All has profound implications for WHO's approach to technical cooperation with countries. The traditional quick-action projects in countries, no matter how efficient in themselves, had to be replaced by nationally determined programmes emerging from a systematic national health programme planning, coordination and evaluation process. WHO has also developed with countries appropriate methodologies for such a process. The organization has since changed its procedures for programme budgeting and the country level to provide maximum flexibility and response to national determination of health needs, priorities and programmes. The limited resources of WHO have to be used much mnore selectively in countries in ways that will give critical direction and support to health development in line with their strategies for Health for All.

In accordance with the conclusions of monitoring and evaluation of strategies for Health for All, conducted in 1985 and 1988, where weak or lacking management of health systems in countries has been diagnosed as a major obstacle to the attainment of strategies for Health for All, particulary in the developing countries, the Director-General of WHO has taken the initiative to strengthen cooperation with member States to overcome the above-mentioned obstacles that have resisted effective implemention of Health for All and primary health care. The Director-General has made this decision to increase the coordinatoin of all available WHO resources, with the objectives of supporting a concerted and pragmatic, country-centred attack on the obstacles that impede the accelerated implementation of primary health care, thus avoiding WHO individual, vertical programmes and activities and increasing visibility of countries as a main focus of WHO's international cooperation in health.

Special emphasis for intensified technical cooperation is given to countries facing serious socio-economic situations and debt problems. The access of people to primary health care in those countries is very limited. As a consequence, not only economic and managerial constraints but also social, political and cultural problems are being encountered.

5. Technical cooperation among developing countries

TCDC for health was widely discussed in preparation for and during the technical discussions at the Thirty-second World Health Assembly in May 1979. At these discussions it was stressed that to achieve this purpose in the field of health, each country must examine its own needs, review existing resources and capabilities and, through discussion and mutual agreement with neighbouring countries, propose ways and means for the exchange and transfer

of specific resources which lend themselves to cooperative activities and joint ventures, such as the following: training and research; exchange of information and experiences in health care; production, procurement and distribution of essential drugs and medical equipment; development and construction of infrastructural facilities such as training schools for health personnel, health centres and hospitals, laboratories and medical libraries, and development, or the development of low-cost technologies such as for water supply and waste disposal.

TCDC for health may take place without WHO involvement. At the same time WHO has a duty to support countries in their cooperative activities for health. An outstanding example in the late 1970s and early 1980s was the decision of countries of the South Pacific, at a conference of their Ministers of Health, to establish a South Pacific Pharmaceutical Service - including a joint purchasing office, a warehouse for centralizing the reception, storage and distribution of drugs purchased, a quality assurance unit, and a drug information service. They requested WHO to provide them with technical support in reaching an agreement among themselves.

Many other possibilities for TCDC relate to the health activities of political or geographical groupings of countries, for example the Movement of Non-Aligned Countries. WHO has been providing technical and financial support for the formulation and implementation of the first medium-term programme on TCDC for Health for All for the period 1984-1989 which has been coordinated through the Movement of Non-Aligned Countries. Similarly, WHO has provided technical and financial support for the development of the second medium-term programme on TCDC for Health for All for the period 1990-1995 and will provide its catalytic support for the implementation of these programme activities. Thus, WHO stands ready to support these endeavours through ensuring timely and appropriate exchanges of information among countries interested in the possibilities of cooperating among themselves. This might also include information from related sectors, for example through maintaining contacts with the information referral systems for TCDC of UNDP.

Other kinds of support include making available expertise on such matters as commercial and legal questions involved in TCDC agreements. Whereas the financing of TCDC activities is mainly the responsibility of the countries themselves, WHO is providing for indispensable technical and administrative overhead costs, and is assisting countries in obtaining external financial support for TCDC activities as necessary.

II. Progress review of the implementation of the medium-term programme on TCDC for Health for All, 1984-1989

1. Medium-term programme on TCDC for Health for All

The medium-term programme on TCDC for Health for All for the period 1984-1989 was the first programme of this kind adopted by non-aligned and other developing countries in support of Health for All strategies. The main objective of this programme was to accelerate progressive development of national capabilities in support of Health for All strategies through the development of critical masses of Health for All leaders in developing countries. The idea of developing countries promoting leadership development for Health for All through TCDC evolved from recognition that major gaps existed between Health for All policies and their implementation and that systematic and continuous efforts have been required to build up critical masses of Health for All leaders to convert Health for All into national realities.

2. Lack of commitment and leadership

Despite progress made by the majority of developing countries in the formulation and implementation of strategies for Health for All and in the reorientation of their health systems based on primary health care as well as in improving health systems infrastructures, health services in a majority of them have failed to reach rural and rapidly expanding urban areas. The initial political will of Governments to formulate and implement Health for All strategies was not maintained systematically, especially when policies aimed at introducing changes related to equity and social justice were under consideration. It has been apparent that leadership, incorporating broadening understanding, increasing awareness, orchestrating viewpoints, and mobilizing and expanding political support of Health for All, has been largely missing in most developing countries, at the policy and technical levels. It has long been obvious that there is a shortage of dedicated and committed leaders in the health systems and particularly in leading positions who can emphasize social values and are sensitive to them, who feel strongly about equity issues, who can find ways to motivate and mobilize others and channel vital human energy in the direction of Health for All and primary health care, who are able to take up the cause of social justice for the poor at the community level, who are prepared to adjust their own traditional values and approaches and are willing to take risks, and, in educational and scientific institutions, who can fully concentrate their intellectual energy and also motivate others, especially future generations of health professionals, towards the social values inherent in the Health for All goals.

3. Health for All leadership initiative

In recognition of the need to narrow the gap between policy and actions, the Health for All leadership initiative has been launched with the principal aim of supporting the development of critical masses of people in developing countries who are capable of assuming leadership in the implementation of Health for All and primary health care.

A critical mass of health leaders in each country has been defined as a recognized group of key persons with prestige and influence, occupying key positions throughout the health and health-related sectors, social and professional institutions and in other important public and non-governmental groups of interest, influence and power, sharing the same understanding of the basic principles of Health for All and primary health care and acting in a coordinated way to promote and support the translation of Health for All policies into national realities. Such critical masses of Health for All leaders are required not only at the national level but also at the intermediate and local levels, in order to make the health development process continuous and operational at all levels of national health systems.

4. Planned activities

The medium-term programme on TCDC for Health for All for the period 1984-1989 had an overall programme objective "to create, mobilize and accelerate the development of critical masses of people in developing countries, who are in a position to influence change through motivating others and to guide national health development processes towards the goal of Health for All by the Year 2000". The specific activities planned under this programme were: promotional activities; development of national capabilities in support of strategies for Health for All; progressive development of national and international networks of institutions for health development and TCDC; training; research; and information exchange.

A variety of approaches were foreseen by non-aligned and other developing countries for the implementation of planned activities. The determination of priority action remained the responsibility of developing countries themselves, individually with respect to identifying countries' needs and priorities for TCDC, and collectively with respect to international action on health matters.

5. Approaches to leadership development

A basic approach to initiating leadership development for Health for All was to stimulate the awareness and interest of the participants in critical issues concerning Health for All and increase commitment to pursue relevant actions by providing opportunities for interaction and exchange of experiences with individuals in leadership positions. Another approach was to develop "networking" which is a linkage of people and/or organizations that can support and strengthen its members, facilitate joint activities and share

knowledge and technical capabilities. Groups of people in leadership positions in countries, including senior policy decision-makers, senior health administrators, community leaders, professionals from educational and training institutions and non-governmental organizations, have been brought together in international and national colloquia on leadership development. These were combined, whenever possible, with exposure of participants to successful leadership in action through field observation with the collaboration of host countries. Using innovating and stimulating approaches, colloquia on leadership development for Health for All were initiated in Brioni, Yugoslavia, in 1984 with the participation of five-member national teams from five developing countries. In 1985 each of the five countries participating in the 1984 colloquium in Brioni organized a regional colloquium on leadership development for Health for All. Thus, Cuba organized a colloquium for Latin American countries, Thailand for Asian countries, Tanzania for East African countries, and so on. Yugoslavia organized successive international colloquia each year for the period 1984-1988. Many participants of international colloquia have, in turn, initiated leadership development activities in their own countries. These have been focused at different levels of the health system. High priority has been given to establishing a resource and support network for leadership development. Leaders from selected institutions in developing countries in Asia, the Middle East, Africa and the Far East were brought together to explore Health for all leadership development issues, strategies for action and to examine possible mechanisms for resource networking. The international, regional and national colloquia on leadership development for Health for All have involved more than 250 individuals in leadership positions in more than 45 developing countries in all parts of the world.

Positive assessment by participants of the outcome of the colloquia, their methods, processes and the instruments used generated enthusiasm and commitment on the part of national groups attending the colloquia, to pursue action required for promoting and organizing leadership development for Health for All activities in their own countries. Published reports of most of international and regional colloquia on leadership development for Health for All contain detailed evaluation by participants in all colloquia.

6. Support from WHO

WHO has provided technical and financial support to this initiative. It has helped with the preparation of the medium-term programme on TCDC for Health for All for the period 1984-1989 and an initial plan of action for 1984-1985. It has also provided technical and financial support for almost all international, regional and national colloquia on leadership development for Health for All in the period 1984-1989. UNDP has provided financial support for the international travel of participants in some of the international and regional colloquia.

The Thirty-eighth World Health Assembly in 1985 emphasized the importance of TCDC as a fundamental element for the achievement of strategies for Health

for All. The World Health Assembly expressed its appreciation of the concrete action taken by developing countries in the implementation of their medium-term programme on TCDC for Health for All, 1984-1989, and the Initial Plan of Action for 1984-1985, in support of the process of building-up in countries of critical masses of Health for All leadership.

An initiative for building-up critical masses of Health for All leaders in countries, in WHO, in the United Nations, and in bilateral and multilateral agencies and organizations was also launched by WHO in 1985. The objective of the leadership development initiative promoted by developing countries in their medium-term programme on TCDC for Health for All 1984-1989, and that promoted by WHO, did not duplicate their lines of action and did not compete with each other. They have complemented and reinforced each other and thus supported the overall objectives of building-up critical masses of people throughout the world that can provide leadership required in creating and pursuing conditions for change required in the implementation of strategies for Health for All.

7. Monitoring of implementation

WHO has provided systematic technical and continuous financial support to developing countries for monitoring the implementation of medium-term programme activities at the country, regional and global levels.

In reviewing the implementation of the medium-term programme on TCDC for Health for All for the period 1984-1989 by yearly meetings of coordinators of health of countries of the non-aligned movement and by ministerial meetings of non-aligned and other developing countries, each year, prior to World Health Assembly meetings in Geneva, the following basic questions were considered: Has the programme stimulated and supported the development of leadership capabilities for Health for All? To what extend has the initiative for leadership development for Health for All supported the implementation of strategies for Health for All? Has the initiative facilitated progress in building up and strengthening health infrastructure and the development of appropriate technology? Has the research and training conducted been instrumental in developing leadership capabilities in national institutions for health development and TCDC in support of the Health for All movement?

Despite the undoubted progress made and the commitment obtained from thousands of individuals in leadership positions from so many developing countries who participated in leadership development for Health for All colloquia, and despite the awareness that they developed of the need to implement their own national strategies for Health for All, the recent monitoring and evaluation of national strategies for Health for All conducted through WHO indicated complex problems and slow progress in the implementation of strategies for Health for All. Health for All requires radical changes in the way in which health development activities are organized and the way in which health is perceived. A wider social acceptance of the value systems implicit in the Health for All concept along with the increased role of

health-related sectors, people and their communities can effectively complement the limited role of the health delivery systems.

Therefore, the major lesson learned during the implementation of the medium-term programme on TCDC for Health for All for the period of 1984-1989 was that concerted efforts have to be given to further development and strengthening of management capability at all levels of national health systems.

This would lead to strengthening health system infrastructure to ensure integration into the system of country-wide health programmes that deliver appropriate health technology and the transfer of low-cost technology between and within developing countries that is available in most developing countries and is adaptable for local use.

8. Progress made

On the whole, the first medium-term programme on TCDC for Health for All, for the period 1984-1989, was a useful guide for non-aligned and other developing countries as it provided a general framework for introducing appropriate activities. These activities have been complementary to and reinforced by activities conducted by developing countries with WHO. The implementation of the programme activities has been successful in initiating leadership development for Health for All through international, regional and national colloquia. Several hundreds of individuals in leadership positions throughout the world have been sensitized on key issues involved in developing leadership capabilities in support of Health for All strategies. These individuals have initiated leadership development for Health for All activities in their own countries, in technical and scientific institutions, in government institutions, among senior decision-makers, parliamentarians, community leaders, non-governmental organizations, etc. A very good start has been made and it is expected that most of these activities will be vigorously implemented during the second medium-term programme on TCDC for Health for All, 1990-1995. Numerous opportunities were used during the period 1984-1989 to promote TCDC for Health for All activities and they were concentrated on mobilizing political and technical support to accelerate the use of TCDC in support of Health for All. Through the exchange of information and experiences among developing countries, further promotion of TCDC for Health for All has been made and commitment obtained of many countries, individuals and institutions within countries in support of strategies for Health for All. The initiation of networks of national institutions for health development and TCDC has been done. Some of the national networks have been appointed as WHO Collaborating Centres for Health Development and TCDC. Despite a good start in the initiation of networks it is still only a beginning and much more needs to be done to promote the networks in order to make them operational. In many developing countries health institutions still remain isolated from one another, resulting in very loose infrastructures without very clear objectives. Thus in the medium-term programme on TCDC for Health for All for the period 1990-1995, much more effort ought to be made by

developing countries to link their national institutions more intimately as a part of national networks of institutions for health development and TCDC, some of which could be made part of the international network to facilitate exchange of information and experiences among developing countries on TCDC for Health for All.

Research and training activities, other than those conducted as part of colloquia on leadership development for Health for All and TCDC, were not adequately promoted within the medium-term programme on TCDC for Health for All for 1984-1989. Therefore, the challenge remains on the medium-term programme on TCDC for Health for All for 1990-1995 for initiating in a systematic manner training activities in specific areas of common interest to developing countries in relation to which TCDC could play an important and critical role. Likewise, research activities could be promoted on specific subjects of common interest to developing countries and on problems of TCDC implementation.

III. Objectives and main lines of action of the medium-term programme, 1990-1995

During 1989 and 1990, WHO supported various technical meetings of individuals from developing countries, as well as expert groups, conferences, etc., in preparation of development of a second medium-term programme on TCDC for Health for All, for the period 1990-1995, an initial plan of action for 1990-1991 and a declaration on health as a foundation for development. WHO has assembled relevant information on developing countries, supporting the assessment of the magnitude of health and health-related problems and their impact on people, health status and health resources in the developing countries. WHO has supported technically a thorough assessment of present solutions in developing countries, identifying major socio-economic developments affecting health, based on which programme orientation for activities planned for the period 1990-1995 has been made. WHO has helped technically and financially in the preparation of the second medium-term programme on TCDC for Health for All, 1990-1995. Thus, it has supported various technical meetings of experts from developing countries and has participated in the meetings of coordinators of health of non-aligned countries and in meetings of the Ministries of Health of non-aligned and developing countries. WHO has also supported regional meetings, expert groups, task forces on TCDC for Health for All activities. In the paragraphs that follow, objectives of the new medium-term programme on TCDC for Health for All, 1990-1995, are spelled out, for which WHO stands ready to support through implementation activities.

The overall objective of the medium-term programme on TCDC for Health for All, 1990-1995 is to promote and support further development and strengthening of mechanisms for improving and enhancing TCDC in support of implementation of strategies for Health for All.

In most developing countries, health development and management problems are essentially reflected in the inadequate specification and design of

operating systems, with necessary subsystems for support (logistics) and control (operational management). International technical cooperation and in particular WHO's direct technical cooperation will be required for the establishment, progressive strengthening, organization and operational management of health systems infrastructures, including the related manpower, and for joint development of country-wide programmes, that reach the whole population. Thus, at the country level, WHO is expected to provide direct support to countries for management development capabilities and for facilitating developing countries cooperating among themselves (TCDC/ECDC) or technical cooperation between developed and developing countries.

The specific objectives are:

(1) To promote and support further development and strengthening of management capacities in support of the implementation of strategies for Health for All;

(2) To promote policy development in support of Health for All and accelerated implementation of primary health care in the developing countries and to monitor and coordinate the implementation of medium-term programme activities, and evaluate their results;

(3) To promote and support the appropriate organization and effective operation of comprehensive national health systems in developing countries;

(4) To promote international technical cooperation, particularly with least developed and other developing countries facing serious economic constraints and debt problems, with a view to accelerating the implementation of primary health care and for people in greatest need;

(5) To promote and support the transfer of available technologies, particularly low-cost technologies elaborated by developing countries, to other developing countries, through organizing courses, workshops, seminars, on-the-job training activities, etc.;

(6) To provide and support new problem-solving, community-oriented educational strategies in developing countries which should be given priority over the traditional disciplines and in which priority health problems should become essential references for educational planners. Thus curriculum design and implementation at all levels of education from undergraduate to postgraduate should be influenced accordingly;

The aim is to support the development of national capabilities in developing countries for critical appraisal of their current educational systems in health sciences and to introduce necessary changes that would lead to improved efficiency in the learning process. In this respect the objective will be to develop a self-reliant TCDC linkages system with institutionalization of the

process, with the exchange of information and resources as a major prerequisite for sustained development and optimal utilization of human resources;

(7) To support more effective operation of environmental health networks of institutions in developing countries initiated by these countries and who in order to intensify the exchange of information on activities organized to prevent environmental pollution damaging the health and the environmental health aspects of rural and urban development and housing, and in other areas. Such networks are an integral part of TCDC and play an important role in improving environmental health. The aim is to support institutions in environmental health aspects of urban development and planning in urban primary health care as well as in extending the concept of the Healthy Cities Project of Europe to become a worldwide programme;

(8) To promote and support further development and operation of networks of national institutions for health development and TCDC;

(9) To promote and foster public information and education for health in order to motivate people to involve themselves individually and collectively to promote and preserve their own health and the health of their families and of the communities in which they live. The aim is to promote and support further commitment of people to the goal of Health for All, further eliciting the support of decision-makers and the public with the cooperation of the mass communication media in exposing senior media personalities to economic and social dimensions of Health for All as an asset for development rather than a drain on limited resources. It is expected that sufficiently motivated high-level media decision-makers could:

(a) Promote similar national-level activities to further support, expand or strengthen the Health for All Movement at the decision-making and public levels;

(b) Forge more permanent links between the health sector and the mass communication media, placing particular emphasis on the role of parliamentarians, educators, non-governmental organizations (including youth and women's organizations) as well as party structures.

IV. TCDC as a component of WHO regional programmes

As suggested earlier the organization's coordinating and technical cooperation functions can on no account be regarded as being separate. The most relevant health goals of developing countries are defined collectively at WHO regional and global levels, thus forming the bases for TCDC. Similarly, TCDC evolving through partnership for attaining national health goals is serving as a basis for identification of relevant international health action

to be undertaken in support of the attainment of internationally defined health goals.

An analysis of the health development situation of countries in the regions reveals the weaknesses identified during the execution of primary health care activities: managerial shortcomings or mistakes resulting from ineffective support, insufficient training and operational research, unreliable information, poor functioning of coordination mechanisms and inadequate resources. In response to this, countries of the African region have developed the African Health Development Scenario, which provides a conceptual and organizational framework for planning and implementing activities based on the principles of three levels in countries (including structures and institutions): central, intermediate and peripheral. The realization of the scenario has at least taken into account:

- The framework for developing national health systems and health programmes;
- The framework for strengthening the support to national health systems;
- The regional priority programmes that have been adjusted to meet national priorities;
- Mobilization of resources for health;
- The framework for strengthening the monitoring of the progress accomplished.

All countries of the region have embarked on the implementation of activities based on the framework provided in the African Health Development Scenario and have entered into technical cooperation arrangements on bilateral or intercountry bases. The TCDC arrangements have been particularly made in support of strengthening managerial mechanisms at district and intermediate levels and for control of certain diseases, procurement and distribution of essential drugs, development and application of low-cost technologies in various fields, etc.

WHO country offices as well as the WHO regional office have been providing catalytic support through providing relevant information, and technical and financial assistance, as required.

In the countries of the region of the Americas, the task of dealing with health problems has been very complex and often discouraging when one considers that, despite efforts made, the structure and distribution of health services have not developed with adequate equity, efficiency, effectiveness, or quality. The inappropriate use of technology, inefficient distribution of resources, poor utilization and scarcity of trained personnel, excessively centralized bureaucratic structures and lack of coordination in the health sector, has limited both coverage and the quality of health services.

Therefore the majority of the countries in the region have been putting emphasis on the transformation of national health systems, particularly in the context of a long economic crisis in the past years. Thus, countries have been examining the health status of the people, the solution with health services, the economic implications of activities in the health sector and potentials for rechanelling health expenditures to measures and programmes that promote equality and most effectiveness.

TCDC has been used by the countries of this region as a basic mechanism for supporting and reinforcing each other. WHO structure in this region at the country, intercountry and regional levels has been redesigned so as to facilitate and catalyse intercountry cooperation.

In the countries of South-East Asia, WHO promoted its catalytic support for strengthening national efforts to identify changing health information needs and to enhance exchange of information and information support to all levels of national health systems. WHO support was also provided to countries for strengthening national capacities in economic analysis of health plans, programmes and services; for the review and update of national health policies, strategies and plans of action for Health for All, and for institution-strengthening. Special attention was paid to the promotion of health behaviour research and health economics research. The main thrust of WHO collaboration has been directed towards support for the programmes for reaching the underserved and underprivileged segments of the population with appropriate health services. WHO collaboration was also provided for strengthening national capacities to plan and implement health care delivery effectively and to achieve greater equity in health services. WHO has supported the identification by each country in this region, defining national needs and priorities for TCDC for health development, providing its catalytic support to intercountry cooperative arrangements on TCDC bases.

In the countries of the European region, several universities and other institutions, including a number of medical schools, have shown their readiness to work closely with WHO and among themselves to support Health for All development. The Lisbon initiative, resulting from the ministerial consultation on the future of medical education, held in October 1988, was an explicit endorsement of Health for All as a basis for teaching. The European nursing conference held in Vienna in June 1988 clearly identified the nurse as a key primary health care worker whose training would also need to be shaped accordingly. WHO has welcomed and has facilitated interaction between various schools and institutions for the exchange of information and curricula on teaching methods and processes.

Although countries of the Eastern Mediterranean region have improved health service coverage over the last few years to some degree, some of those countries are still at the stage of providing selective primary health care. WHO's technical cooperation has therefore been provided for the organization of national health systems based on primary health care and for strengthening the links between care and the referral systems at successive levels. District health systems and primary health care have been promoted as a part

of integrated community development. New strategies that have enhanced intersectoral involvement, community partnership, income generation and sustainability of programmes have been encouraged. WHO has catalysed intercountry cooperation in the above-mentioned areas by supporting joint action of institutions from the countries of the region, such as development of human resources for health, management development capacities, prevention and control of certain diseases, and training in programme delivery.

In the countries of the Western Pacific region, WHO has supported the development of human resources for health, reorientation of the basic education of new health personnel as well as restructuring of programmes for continuing and postgraduate training of the existing health workers. Strengthening national management capacities in support of Health for All continued to be a priority for support by WHO in the countries of the region. Particular emphasis has also been given to disease prevention and control activities, particularly for eradication of poliomyelitis, the possibility of total control of leprosy, etc. WHO has facilitated exchange of information between countries in the above-mentioned areas, organization of workshops, study tours and other group activities from institutions of developing countries. Likewise WHO supported intercountry cooperation in the development and transfer of appropriate technologies.

V. Note on statistical summary tables, sections II and III

WHO is unable to present comprehensive statistical summary tables, under sections II and III, on the level of WHO support to TCDC, by number of activities and amounts in United States dollars spent, including amount of United States dollars spent in recruiting experts/consultants from developing countries on TCDC assignments. As explained in the narrative part of this report, WHO's coordinating and technical cooperation functions as well as TCDC in support of Health for All and primary health care, can on no account be regarded as being separate, unrelated to each other. Most TCDC activities supported by WHO during the reporting period have been integral parts of WHO programme activities at the country, intercountry, regional and global levels.

6. Universal Postal Union (UPU)

1. TCDC activities realized (from 1 January 1989 to 31 December 1990):

(1) RAS/86/172: Strengthening of the postal services of the least developed countries (LDCs) in the Asian and Pacific region

Beneficiary countries	Activities undertaken	Year/duration
(a) CONSULTANTS		
Solomon Islands	Strengthening postal training	1989/3 months
Bhutan	Improvement of philatelic service	1989/3 months
Tonga	Development of the EMS service	1989/3 weeks
Western Samoa	Development of the EMS service	1989/3 weeks
Kiribati	Review of postal operations and programming	1990/2 months
Tuvalu	Review of postal operations and programming	1990/1 month
(b) TRAINING		
LDCs in Asia and the Pacific	Workshop on philatelic in Wellington	1989/2 weeks
LDCs in Asia and the Pacific	Participation in the specialized postal training courses in the APPTC	1989
(c) EQUIPMENT		
Bangladesh	Teaching material	1989
Lao People's Democratic Republic	Teaching material	1989
Nepal	Teaching material	1989
Kiribati	Operational material	1989
Maldives	Operational material	1990
Lao People's Democratic Republic	Operational material	1990
Bhutan	Operational material	1990
Tuvalu	Operational material	1990
Papua New Guinea	Operational material	1990

(2) RAS/86/174: Postal (Modernization of management and operations) for the countries in the Asian and Pacific region

Beneficiary countries	Activities undertaken	Year/duration
(a) CONSULTANTS		
Papua New Guinea	Strengthening postal parcel services	1989/3 months
Lao People's Democratic Republic	Instructor training	1989/2 months
Myanmar	Improvement of postal operations	1989/3 months
Fiji	Review of postal operations and programming	1990/1 month
Papua New Guinea	Review of postal operations and programming	1990/1 month
Philippines	Improvement of quality of service	1990/3 months
Maldives	Introduction of EMS	1990/1 month
Western Samoa	Improvement of statistics	1990/3 weeks

2. Difficulties encountered:

- Recruitment of qualified consultants for TCDC missions owing mainly to the modest remuneration

- Delayed supply of specifications for the equipment to be purchased.

Resolution C 20

Technical cooperation among developing countries (TCDC)

Congress,

In view of
the report submitted by the Executive Council on technical cooperation among developing countries (TCDC),

Convinced
of the importance of the widest possible application of the concept of TCDC in accordance with the Plan of Action adopted by the Buenos Aires Conference,

Noting
with satisfaction the initiatives taken in this area,

Considering
that an additional active consciousness-raising effort is necessary in order to derive maximum benefit from the opportunities offered by TCDC,

Convinced
of the need for the developing countries to mobilize further their human and financial resources with a view to achieving fully the objectives of TCDC,

Considering
the promotional role assigned by the Buenos Aires Conference to the international organizations with regard to TCDC,

Calls upon:

- the administrations of the developing countries and the Restricted Unions to mobilize resources for making TCDC the general practice for all cooperation activities;

- the administrations of the beneficiary countries to make wider use of the opportunities offered within the TCDC framework for their technical assistance needs;

- the administrations of the countries benefiting from TCDC to provide the main inputs required, with the contributions of the donor countries and the UPU having a catalytic effect;

- the administrations of the industrialized countries to continue supporting the efforts made in this field, either direct or through the UPU;

Instructs

the Executive Council to issue the necessary policy guidelines and take the required initiatives with a view to making TCDC the general practice,

Instructs

the Director-General of the International Bureau:

- to conduct an active consciousness-raising campaign through the holding of regional and interregional meetings and the establishment of a system for the exchange of know-how and technologies among the developing countries, in cooperation with the Restricted Unions;

- to promote the conclusion of bilateral TCDC agreements conforming to the basic criteria and principles adopted in this regard;

- to make a periodic evaluation of the impact of TCDC on the effectiveness of technical cooperation as a whole and to report to the Executive Council on it.